



Comhairle nan Eilean Siar

Management Plan by Department

Period: 15/16 - 19/20

DEVELOPMENT DEPARTMENT



DEVELOPMENT DEPARTMENT

The Development Department provides a focus on the regeneration and ongoing development of the economy and communities of the Outer Hebrides. The Department's four Business Units: Consumer & Environmental Services, Development Services, Economic Development & Regeneration, and the Energy/Strategy Unit, work together effectively to support business, community organizations and the wider community, to achieve their development objectives in a sustainable manner. The Department also plays an important corporate role in leading key strategic projects and initiatives which the Comhairle may prioritise from time to time.

In 2014/15, the Department delivered on a number of key Comhairle corporate priorities and strategic objectives. This included the completion of 'The Acres' shared temporary accommodation unit, completion and occupation of the 'An Tosgan' Gaelic Hub, the successful delivery of the Phase 2 main works contract for the Lews Castle Museum and Archive Project, and the inception of the Hebridean Way Walking and Cycling route. Performance across the Department's statutory and regulatory services such as Planning, Building Standards, Homelessness, Trading Standards and Environmental Health, remained strong and evidenced high levels of customer satisfaction.

The Department led and participated in a significant level of lobbying activity, including the 'Our Islands, Our Future' campaign, Crown Estate reform, and fuel poverty/energy costs. Of particular priority was ongoing political and private sector engagement regarding the £750m Western Isles Radial Connector, essential to enabling island renewable energy schemes to progress.

The external environment remains challenging and looks set to continue so over coming years. However, during 2015-17 the Department will continue to take a focussed approach to delivering core services and leading in key areas of development opportunity.

DEVELOPMENT DEPARTMENT - Consumer and Environmental Services

OUR MISSION

The mission of the Consumer and Environmental Services function is to support the economic and social regeneration of the Outer Hebrides by ensuring public protection.

OUR VALUES

The core value of the service is to ensure that the economic and social regeneration of the Outer Hebrides is underpinned by safe working environments and a robust regime of public protection. In discharging this duty, we aim to comply with all aspects of the legislative context and to work proactively with stakeholders to further develop the excellent quality of life in the Outer Hebrides.

RECENT ACHIEVEMENTS

Focus in 14/15 remained on service priorities including food safety, health and safety, trading standards and licensing, with the service achieving most of its targets whilst operating at reduced levels due to unplanned staff absences.

Non-routine and preventative work undertaken by the service included: continued rollout of the Eatsafe scheme alongside the Food Hygiene Information Scheme, working with the shellfish sector to reduce / eliminate food safety recalls and illegal harvesting, supporting food businesses to implement new labelling regulations, and the achievement of full integration with the National Trading Standards Intelligence Database.

PLANNING CONTEXT

The activities of the service are influenced by a range of external factors, including the Comhairle's Single Outcome Agreement, Scottish Government Funding Allocations for Local Authorities, ongoing service efficiencies, Comhairle budgets, deregulation and Single Status.

STAKEHOLDERS

Internal stakeholders include Comhairle Members and other regulatory services within the Comhairle, principally Development Services.

External stakeholders include service users, consumers, local business, NHS Western Isles, Northern Constabulary, Scottish Government and Government Agencies, communities and the media.

Service Profiles

- **Consumer and Environmental Services**

Business Unit SWOT

Consumer and Environmental Services

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Locally based staff with local knowledge and outreach capacity ~ Solution: Maintain strong links with stakeholders and raise awareness of the service's functions within the local community. • Skilled and adaptable workforce ~ Solution: Through the Departmental Training Plan, encourage cross boundary working and access to wider training. 	<ul style="list-style-type: none"> • Small workforce may impact on Business Continuity capacity ~ Solution: Through the Departmental Training Plan, ensure that existing staff develop expertise across a range of service functions. • Limited awareness among staff of a growing and varied service portfolio ~ Solution: Awareness raising through internal briefings (CPD opportunity)
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Changing legislative context for all services ~ Solution: Raise awareness of legislative changes through internal briefings and maintain a responsive service which can adapt to deliver as required. • Reliance on small number of specialist staff to deliver wide range of regulatory services. ~ Solution: Develop existing staff through training. 	<ul style="list-style-type: none"> • Ongoing efficiency savings ~ Solution: Continually review the structure and operation of the service to optimise efficiencies. • Transfer of some functions to private service providers ~ Solution: Culture of continuous improvement evidenced by clear performance reporting. • Inadequate staff to carry out effective Food Safety Enforcement, including management of major foodborne outbreaks. ~ Solution: Through a Memorandum of Understanding, agree access to staff from neighbouring Local Authorities during emergencies.



Service Profile: Consumer and Environmental Services

Description:

The Services' main activities are: the enforcement and application of various environmental, safety, trading and animal health legislation; business and consumer advice and education; and sampling and licensing to protect the people, animals and environment of the Outer Hebrides.

The Service comprises three functions:

- Environmental Health - responsible for health and safety in the private sector, private water supplies, pest control, pollution, contaminated land and other related environmental legislation;
- Food and Animal Health - responsible for food safety, licensing and registration of private sector housing and other licences, air quality, animal health and food and shellfish sampling; and,
- Trading Standards and Advice - responsible for enforcing Trading Standards legislation, providing a Business Advice and Assistance Service, providing a Consumer Advice and Education Service and administering the Comhairle's contract with Western Isles Citizens Advice Service.

Outputs:

The Service delivers a number of regulatory functions on behalf of the Comhairle. The Service carries out programmed and reactive visits, including food safety, health and safety, trading standards and animal welfare inspections. The Service samples across a range of activities to ensure compliance - food, feeding stuffs and private water supplies. The Service administers a number of licences, registrations and approvals and provides a comprehensive enforcement and advice service. The Service is also responsible for the following: Control of Stray Dogs, managing the Citizens and Money Advice Service and Local Working Standards of Weight and Measure.

Primary Strategic Priority:

- 1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.

Secondary Strategic Priority:

- 2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.
- 7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.				
Provision of Services in accordance with the Consumer and Environmental Services Plan 2015-16, with a particular focus on the following priorities : (1) Food Safety Inspection programme. (2) Implement changes arising from the formation of Food Standards Scotland.	Consumer and Environmental Services Manager	01/04/2015	31/03/2016	Operating
Local Outcome: 7.1.1 Deliver Best Value services to meet the needs of the community.				
Review Trading Standards delivery by March 2016 in line with changing consumer landscape.	Consumer and Environmental Services Manager	01/04/2015	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
DD030: (LO1) Percentage of food hygiene medium risk premises inspected (24 month inspection).	%	60	60	60	60	60
DD028: (LO1) Percentage of food hygiene high risk premises inspected (12 month inspection).	%	100	100	100	100	100
DD032: (LO1) Percentage of food standards medium risk premises inspected (24 month inspection).	%	80	80	80	80	80
DD031: (LO1) Percentage of food standards high risk premises inspected (12 month inspection).	%	100	100	100	100	100
DD027: (LO1) Percentage of food hygiene high risk premises inspected (6 month inspection).	%	100	100	100	100	100
DD029: (LO1) Percentage of food hygiene medium risk premises inspected (18 month inspection).	%	80	80	80	80	80

DEVELOPMENT DEPARTMENT - Development Services

OUR MISSION

Development Services is committed to providing forward thinking, professional and efficient planning, housing and building standard services to facilitate economic, environmental, and social development of the Outer Hebrides.

OUR VALUES

Core values of the service are to: support housing needs; add value to built and natural environment; provide positive advice on development, design and construction of new/renovated buildings; and, provide a quality customer experience.

RECENT ACHIEVEMENTS

A new-build shared temporary accommodation unit, "The Acres", was completed and is now in full use. The Comhairle's Housing Services team has ensured the delivery of the Home Energy Efficiency Programme for Scotland (HEEPS), and has secured the delivery of an affordable housing programme in line with the Comhairle Local Housing Strategy. The Melbost Planning Brief is now adopted as Supplementary Planning Guidance and a review of wind turbine Supplementary Guidance is underway. Above national average performance on planning applications has been achieved. The Building Standards service has consistently delivered high customer satisfaction along with good performance indicators in relation to targets.

PLANNING CONTEXT

The activities of the service are influenced by a range of external factors including the Single Outcome Agreement, fee income from development proposals, ongoing service development and efficiencies, new Housing/Planning/Building Standards policy and legislation, and customer feedback.

STAKEHOLDERS

Internal stakeholders include Comhairle Members and other services within the Comhairle. External stakeholders include service users, voluntary organisations, user representative groups, Scottish Government and Government Agencies, Community Planning Partners, Key Agencies, communities, Community Councils, architects and developers' agents.

Service Profiles

- **Building Standards**
- **Housing Services**
- **Planning Service**

Business Unit SWOT

Development Services

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Working relationship with stakeholders / customers ~ Solution: Issue regular stakeholder updates. Meet deadlines set out in LDP Development Plan Scheme. • Strong outcome focused business units ~ Solution: Interplan usage and monitoring to help develop a focus on outcomes. • 'Investors in People' recognition ~ Solution: Consolidate and build on Investors in People recognition by implementing relevant actions. • Skilled, committed and adaptable workforce. ~ Solution: Ensure Development Services staff are given opportunities to broaden knowledge (informed by Departmental Training Plan). 	<ul style="list-style-type: none"> • Reduction in long term funding for private housing sector ~ Solution: Keep under review the Scheme of Assistance for private sector housing and examine ways to optimise available resources. • Breadth of legislative responsibility for relatively small teams ~ Solution: Raise awareness of wider aspects of legislation through internal briefing (CPD opportunity). • Limited available accommodation for homeless persons ~ Solution: Implement the Shared Temporary Accommodation project in tandem with a review of temporary accommodation
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Changing legislative context for all services ~ Solution: Raise awareness of the changing legislative context through internal briefings (CPD opportunity). • Development of Shared Accommodation Unit for Homeless ~ Solution: Implement proposals for the provision of a new Accommodation Unit which will help the service meet legislative homelessness targets. 	<ul style="list-style-type: none"> • Potential reduction in Building Warrant fees ~ Solution: Keep Building Standards Service under review • Legislative targets for Homelessness presentations ~ Solution: Further develop our Housing Options approach and proactively explore a range of housing options with all clients on first contact. • Potential reduction in Planning fees. ~ Solution: Train staff for redeployment in other areas. • Planning team - unplanned additional work. ~ Solution: Develop flexibility across functions through staff training. • Resources to deliver the Comhairle's Local Housing Strategy ~ Solution: Additional financial resources committed to LHS by the Comhairle in February 2014 which provides further mitigation. ~ Solution: Continued lobbying to ensure appropriate financing



Service Profile: Building Standards

Description:

The Building Standards team is responsible for determining Building Warrants and Certificates of Completion; ensuring the making safe or removal of dangerous buildings; providing a Building Standards advisory service to customers; supporting the Comhairle's Private Sector Housing Scheme of Assistance; and, promoting improvements to sustainable building techniques and access for the disabled.

Outputs:

In addition to determining Building Warrants and Certificates of Completion and carrying out inspections of ongoing work that is subject to a Building Warrant, the Building Standards Service aims to provide advice and assistance on all aspects of Building Standards regulations and legislation including the use of low and zero carbon technology to meet the requirements of current standards. The Building Standards Service makes a positive contribution to the construction of sustainable buildings which meet the present and future needs of the Outer Hebrides. The Building Standards Service also provides advice and site inspections for the Comhairle's Scheme of Assistance for private sector households regarding the repair and maintenance of their homes.

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Secondary Strategic Priority:

2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 2.1.9 Deliver efficient Planning and Building Services				
Ensure Building Standards are responsive to business and development needs by implementing the Building Standards Continuous Improvement Plan 2015/16.	Building Standards Manager	01/04/2015	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
DD011: (LO7) KPO3a)iii: Percentage of first reports issued (without Customer Agreement) after 35 days.	%	5	5	5	N/A	N/A
DD012: (LO7) KPO3a)ii: Percentage of first reports issued (without Customer Agreement) within 21 - 35 working days.	%	10	10	10	N/A	N/A
DD013: (LO7) KPO3a)i: Percentage of first reports issued (without Customer Agreement) within 20 working days.	%	85	85	85	N/A	N/A
DD014: (LO7) KPO3b): Percentage of first reports issued (with Customer Agreement) within customer target.	%	80	80	80	N/A	N/A
DD015: (LO7) Percentage of submissions of Certificates of completion responded to within 9 days	%	80	80	80	N/A	N/A

Service Profile: Housing Services

Description:

The Housing Services Team provides an integrated Comhairle housing service and is responsible for the Local Housing Strategy; affordable housing development; the private sector housing Scheme of Assistance, addressing fuel poverty and homelessness. The Housing Services team is structured around the development and implementation of a Local Housing Strategy.

Outputs:

Key outputs for Housing Services are: achieving outcomes of the Local Housing Strategy; clients assisted through the Comhairle's Scheme of Assistance for Private Sector Housing; the provision of Homelessness assistance; provision of housing advice in line with the Comhairle's Statutory Duties; and, working with partners to deliver investment for new affordable housing units.

Primary Strategic Priority:

- 4.1 Health and Wellbeing: The Comhairle aims to promote healthier lifestyles and to support people to live in the community for as long as they can and to have a positive experience of health and social care when they need it.

Secondary Strategic Priority:

- 1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.
- 5.1 Communities: The Comhairle aims to strengthen social and economic development in the community of the Outer Hebrides.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.				
CS: Regularly monitor and review the Comhairle's Local Housing Strategy.	Housing Services Manager	01/04/2013	31/03/2017	Operating
Co-ordinate the delivery of 108 new affordable houses by the end of the 2015-18 Strategic Local Programme	Housing Services Manager	01/04/2015	31/03/2017	Operating
Local Outcome: 4.1.1 Plan according to the needs of local people and involve them in the design of services.				
CS: Ensure households can access housing information and advice throughout the Outer Hebrides.	Housing Services Manager	01/04/2013	31/03/2016	Operating
Local Outcome: 4.1.3 Work with partners in the interests of better physical and mental health and wellbeing.				
CS: Deliver the Comhairle's Scheme of Assistance for private households to address Below Tolerable Standard housing.	Housing Services Manager	01/03/2013	31/03/2017	Operating
CS: Implement Local Housing Strategy targets for adaptations within households.	Housing Services Manager	01/04/2013	31/03/2017	Operating
Local Outcome: 4.1.6 Remove households from fuel poverty and thus improve their health and wellbeing.				
CS: Deliver Local Housing Strategy targets for fuel poverty.	Housing Services Manager	01/04/2013	31/03/2016	Operating
CS: Take opportunities to develop new fuel poverty initiatives in partnership with others.	Housing Services Manager	01/04/2013	31/03/2016	Operating
Local Outcome: 5.1.2 Ensure that the Local Housing Strategy is responsive to needs for affordable housing.				
CS: Complete a review of the Comhairle's Housing Need and Demand Assessment by March 2016.	Housing Services Manager	01/04/2014	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
DD025: Number of new affordable houses delivered through the 2015-18 Strategic Local Programme.	#	36	36	36	N/A	N/A

Service Profile: Planning Service

Description:

The Planning Service is responsible for the Development Plan, and Development Management (Planning Applications). Tasks include preparing, monitoring and reviewing the Local Development Plan and Supplementary Guidance. The Service determines planning applications and takes planning enforcement action when required. Conservation and enhancement of the built heritage resources is supported through grant support and other measures. Staff provide advice and information on socio-economic matters, have technical expertise in mapping and GIS, and undertake specific projects. The service participates in pre-application discussions, meets customers and conducts site visits for approximately 550 planning applications per annum.

Outputs:

The outputs for the Planning Service include the Outer Hebrides Local Development Plan; Supplementary Guidance; biennial Housing Land Audit; monitoring frameworks; related Strategic Environmental Assessment Reports; and, the number of Thatching and Conservation Area grants issued. The service produces a Planning Charter and a Planning Enforcement Charter, processes planning applications and delivers planning decisions, pre-application advice and takes planning enforcement action where necessary. The service delivers awareness raising initiatives regarding good practice and quality design together with providing regular updates on service delivery to stakeholders. Regular socio-economic updates are published and the e-Fact File is kept up-to-date. On-line planning services are delivered including the Online Local Development Plan and public access to planning applications.

Primary Strategic Priority:

6.1 Natural and Cultural Resources: The Comhairle aims to maximise benefits from the Outer Hebrides' natural, cultural, environmental and historic resources.

Secondary Strategic Priority:

- 1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.
- 2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.
- 7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.				
CS: Regularly review and update the Housing Land Audit.	Head of Development Services	01/03/2013	31/03/2017	Operating
Local Outcome: 2.1.9 Deliver efficient Planning and Building Services				
CS: Ensure up-to-date planning policy coverage, particularly the growth sectors of aquaculture and renewables	Head of Development Services	01/04/2013	31/03/2017	Operating
Local Outcome: 6.1.3 Achieve a balance between economic development and environmental concerns that strengthens the community.				
CS: Ensure up-to-date policy and support available for the four 'Conservation Areas' in the Outer Hebrides.	Head of Development Services	01/04/2013	31/03/2017	Operating
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Ensure Planning Service is responsive to business and development needs by implementing the Planning Service Improvement Plan 2015/16.	Planning Manager (Development Management)	01/04/2015	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
DD016: The average time (weeks) to deal with major planning applications determined during the year.	Weeks	16	16	0	N/A	N/A
DD017: The average time (weeks) to deal with local planning applications determined during the year.	Weeks	10	10	0	N/A	N/A

DEVELOPMENT DEPARTMENT - Economic Development and Regeneration

OUR MISSION

The mission of the Economic Development and Regeneration service is to support the economic and social regeneration of the Outer Hebrides through the development and delivery of key projects in the areas of innovation, traditional industries, business and social enterprise support, and community regeneration, while maximising external funding from all sources.

OUR VALUES

The core values of the service are to: lead on strategic projects which will regenerate the Outer Hebrides economy and communities; support the development of local businesses and community enterprises; and, direct investment into social and economic infrastructure.

RECENT ACHIEVEMENTS

The service successfully developed and delivered significant projects across the Outer Hebrides. Key highlights included:

- Completion and occupation of An Tosgan, along with the relocation of the BBC to the creative 'hub' at Seaforth Road, ensuring full capacity at the Stornoway Media Village;
- National success of the Katie Morag TV series resulted in Series 2 being filmed at Studio Alba during 14/15, bringing significant benefits to the creative and tourism sectors within the islands;
- Successful completion of the Harris Tweed Skills and Training Development Programme;
- Successful application to the Scottish Government Regeneration Capital Grant Fund for the Uist Heritage Regeneration Project;
- The development, support and delivery of a number of community regeneration capital projects under the Comhairle's Community Capital Grant Fund and the Scottish Government Regeneration Capital Grant Fund, leveraging in significant levels of external funding into the Outer Hebrides;
- Support to Community Buyouts in Pairc, Carloway, Bays of Harris and Bernera;
- Successfully delivered Phase 2 of the Lews Castle Museum and Archive Project;
- Achieved Heritage Lottery Fund Stage C approval for the Castle Grounds Regeneration Project in partnership with the Stornoway Trust;
- Supported the successful bids by An Lanntair and Taigh Chearsabhagh for a three year funding package from Creative Scotland Regular Funding;
- Made significant progress on the delivery of the Hebridean Way;
- Delivered the Business Gateway Plus project;
- The draft LEADER 2014-2020 Development Strategy, incorporating the new EMFF, was submitted to Scottish Government;
- Responded to a significant number of consultations on issues affecting the fisheries and land use sectors;
- Successfully delivered a joint Comhairle/Community Land Scotland 'Community Land Conference'; and
- Successfully delivered the 'Heptember' cultural tourism initiative.

PLANNING CONTEXT

The activities of the service are influenced by a range of external factors including the Comhairle's Corporate Strategy, Single Outcome Agreement, Comhairle budgets, declining population, wider economic downturn, reduced internal and external funding environment, ongoing service efficiencies, Single Status, audit regulations restricting the availability of Capital Grants to the community. All the activities undertaken support the delivery of wider strategic objectives of population retention, sectoral sustainability, Renewable Energy and management of key economic development risks.

STAKEHOLDERS

Internal stakeholders include Comhairle Members and other services within the Comhairle.

External stakeholders include European, UK and Scottish Government, Government agencies, local businesses and business representative groupings, voluntary organisations, Community Planning Partners, local communities and community organisations.

Service Profiles

- **Business and Regeneration Support**
- **Sectoral and Project Support**

Business Unit SWOT

Economic Development and Regeneration

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Natural and cultural resources ~ Solution: Natural resources will be sustainably managed through engagement with industry and environmental partners. ~ Solution: Access to cultural resources will be expanded through appropriate investment in providers • Business Gateway approach to business development • Strong local partnerships with key agencies, business partners and the community ~ Solution: Continue to work with the CPP, JCCs and Community landowners to progress development objectives. • A clear commitment to innovation and opportunity maximisation ~ Solution: Respond to innovative opportunities as these arise and seek to create new opportunities. • A skilled and adaptable island workforce ~ Solution: Develop proposals for skills training across all sectors, particularly Harris Tweed and the Renewable Energy supply chain. 	<ul style="list-style-type: none"> • Continuing economic downturn ~ Solution: Continue to innovate and to support new growth areas within the local economy. • Skills shortages ~ Solution: Support skills training across all sectors
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Economic and defence diversification of Uist economy ~ Solution: Work with partners to deliver The Economic Diversification Strategy • Improved broadband infrastructure ~ Solution: Continue to lobby Government and regulators for necessary infrastructure investment to support next generation Broadband services. • Growth in key sectors – Tourism, Gaelic Media, Harris Tweed, Culture and Heritage. ~ Solution: Continue to lobby for growth and, where appropriate, invest in these sectors. • Regeneration of Stornoway and surrounding areas ~ Solution: Support Stornoway Regeneration Group objectives in respect of Bulk Fuels, University Town, Media Village, Stornoway Inner Harbour and Lews Castle. • Growth in aquaculture sector • Maximise opportunities around tourism and the visitor economy 	<ul style="list-style-type: none"> • Availability of external funding to deliver key projects within Business Plan. ~ Solution: Provide non-cash support to community and cultural events. • Population decline ~ Solution: Work with Community Planning Partners to identify and implement measures that will slow population decline. • Limited financial and staff resources to enable delivery of all Business Plan objectives. ~ Solution: Develop flexibility across functions and enhance revenue generation. • Termination by the Scottish Government of the Road Equivalent Tariff pilot on island ferry routes ~ Solution: Continue to make the case, with economic evidence, for retention of Road Equivalent Tariff beyond the current one year extension.



Service Profile: Business and Regeneration Support

Description:

The Business and Regeneration Support function consists of the Business Gateway, LEADER Innse Gall Programme and Regeneration service teams, in addition to managing a portfolio of Economic Development sites and properties. The Business Gateway service offers a broad range of advice, support and financial assistance to new and developing businesses, including business planning guidance, marketing support, financial assistance, targeted support to young entrepreneurs through PSYBT, and a range of one-to-many Business Development Workshops. The Regeneration service provides direct support to organisations to enable them to source funding and deliver community benefit through progressing a range of strategic community economic development projects. It also administers a range of Capital Grant schemes to community organisations. The Business & Regeneration Support function also delivers the aims of the European-funded LEADER Innse Gall Programme – promoting innovation and providing targeted grant support to eligible applicant bodies across the islands.

Outputs:

The key outputs for the Business and Regeneration Support function are: number of new and developing businesses supported; number of community economic development projects supported; and leverage of external funding achieved.

Primary Strategic Priority:

2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.

Secondary Strategic Priority:

1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.

5.1 Communities: The Comhairle aims to strengthen social and economic development in the community of the Outer Hebrides.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.3 Provide a range of accessible services and infrastructure which meets the needs of the local population and makes the Outer Hebrides an attractive place to live and work.				
Deliver the four projects included under the South Uist and Barra Regeneration Programme by March 2017.	Development Manager – Resources, Infrastructure and Business Support	01/04/2014	31/03/2017	Operating
Local Outcome: 2.1.6 Promote the tourism sector.				
CS: Seek to maximise impacts from marine tourism, including growing the local cruise ship market and supporting yachting opportunities.	Economic Development Officer - Marine Resources	01/04/2014	31/03/2017	Operating
Local Outcome: 2.1.8 Attract inward investment and maximise external funding.				
Deliver the new 2014-2020 Outer Hebrides Leader Programme.	Development Manager – Resources, Infrastructure and Business Support	01/04/2015	31/12/2020	New Operating Initiative – One Off
Local Outcome: 2.1.10 Continue to support the traditional industries such as crofting, agriculture, fisheries and other maritime business				
CS: Develop, support and lobby for initiatives that strengthen the traditional industries such as crofting, agriculture, fisheries and other maritime business.	Head of Economic Development	01/04/2013	31/03/2017	Operating
Local Outcome: 5.1.6 Strengthen community infrastructure and facilities.				

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Deliver 2 rounds per year of the Community Capital Grant Fund to secure funding for community development projects.	Development Manager – Resources, Infrastructure and Business Support	01/04/2013	31/03/2018	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
DD020: (LO2) Number of jobs created/safeguarded	#	60	60	N/A	N/A	N/A
DD019: (LO2) Number of existing businesses supported to achieve growth	#	12	12	N/A	N/A	N/A
DD021: (LO2) Number of young people supported through PTYBS	#	15	15	N/A	N/A	N/A
DD022: (LO2) Number of new business start-ups	#	35	35	N/A	N/A	N/A
DD018: (LO2) Number of Business Enterprise Skills Workshops delivered	#	52	52	N/A	N/A	N/A
DD023: (LO5) Number of internal and external funding applications awarded to community projects	#	48	48	N/A	N/A	N/A

Service Profile: Sectoral and Project Support

Description:

The Sectoral and Project Support service develops and delivers economic strategy to stimulate growth and open new opportunities to drive long term development. The service manages a range of programmes and projects which support innovation within key economic sectors, including tourism, cultural and creative industries (including Arts development), ICT and traditional sectors; provides direct support for land resources (crofting, countryside access and biodiversity) and marine resources (fishing); disburses generic development funds to support economic regeneration and to maximise leverage of external funding; develops strategic relations with business, external funding partners and agencies and the community; undertakes lobbying activity and responds to consultations and policy proposals on issues affecting the local economy.

Outputs:

The outputs of the Sectoral and Project Support service are to: enhance reputation for innovation and creativity; develop local economic infrastructure and facilities; support tourism and increase visitor numbers; enhance the quality of cultural / creative activities across the Outer Hebrides; increase broadband take-up; disburse Capital Grants by sector; and engage with industry.

Primary Strategic Priority:

2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.

Secondary Strategic Priority:

- 1.1 Population: The Comhairle will encourage the creation of jobs, retention of population and a positive change in the demographic balance to increase the proportion of working age population.
- 6.1 Natural and Cultural Resources: The Comhairle aims to maximise benefits from the Outer Hebrides' natural, cultural, environmental and historic resources.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 1.1.2 Prioritise sectoral areas with job creation potential.				
Deliver the OHCPP Creating Communities of the Future 3 Regeneration Action Plan in partnership with key stakeholders and provide quarterly update reports to the Economy Outcome Group	Development Manager	01/04/2014	31/03/2017	Operating
Local Outcome: 2.1.4 Support existing and new sustainable businesses.				
CS: Support the delivery of the Uist and Barra Economic Diversification Strategy.	Development Manager – Resources, Infrastructure and Business Support	01/04/2013	31/03/2017	Operating
Local Outcome: 2.1.5 Develop new and creative industries.				
CS: Deliver the Outer Hebrides Cultural and Creative Industries Strategy to increase the number of jobs in the cultural economy.	Development Manager	01/04/2013	31/03/2017	Operating
CS: Deliver a package of support to the Harris Tweed industry focused on loom development, training, accreditation and the further development of the Harris Tweed Investment Fund.	Development Manager	01/04/2013	31/03/2017	New Operating Initiative – One Off
CS: Deliver the Lews Castle project and ensure that the benefits of the projects are dispersed across the Outer Hebrides.	Economic Development Officer - Special Projects	01/04/2013	31/03/2017	Capital

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 2.1.6 Promote the tourism sector.				
CS: Lead and manage the implementation of the Hebridean Way Project, ensuring the Cycle route is formally launched by Summer 2015.	Economic Development Officer	01/04/2013	31/03/2017	Capital
Support the development and delivery of the new 2014 – 2020 Tourism Strategy.	Economic Development Officer	01/04/2014	31/03/2020	Operating
Local Outcome: 6.1.1 Develop nature, cultural and heritage tourism.				
Secure financial package and deliver the Castle Grounds Regeneration Project	Economic Development Officer - Special Projects	01/04/2015	31/03/2020	New Operating Initiative – One Off
Local Outcome: 6.1.2 Develop industries that maximise benefits from the Outer Hebrides' natural environment and resources in a sustainable way.				
CS: Implement the Comhairle's Biodiversity Duty Delivery Plan and co-ordinate bio-diversity activities which are responsive to local priorities.	Development Manager	01/04/2013	31/03/2017	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
DD026: Number of funding agreements within key economic sectors.	#	4	4	N/A	N/A	N/A

DEVELOPMENT DEPARTMENT - Strategy Unit

OUR MISSION

The mission of the Strategy Unit is to support the efficient operation of the Development Department by developing and embedding a culture of continuous improvement with reference to appropriate assessment frameworks. Through its Energy Unit, the Business Unit supports the development of Renewable Energy generation (all technologies) at commercial and community level.

OUR VALUES

The core values of the service are continuous improvement, effective performance management, efficient Budgeting and Business Planning, staff development and a thriving Outer Hebrides Renewable Energy sector.

RECENT ACHIEVEMENTS

The Strategy Unit continued to deliver all Departmental corporate obligations such Business Continuity and Risk Management, Performance Reporting, Departmental Health and Safety, and Staff Development and Appraisal. An annual staff survey and Improvement Day was held again in 14/15. A Business Improvement Plan and cross-departmental team are in place and meets quarterly.

The Energy Unit continued to lead efforts to secure the 450MW radial connector, and significant lobbying and political engagement took place in this regard. The Outer Hebrides renewable resource and supply chain was promoted at a number of conferences and exhibitions, including All Energy 2014 and the Scottish Marine Renewables Conference. The service supported LCC UHI to deliver the international EIMR Conference in Stornoway in Spring 2014, and also supported Community Energy Scotland to deliver its Outer Hebrides Community Energy Support Scheme, supporting community generators throughout the Outer Hebrides. During 14/15 there was significant work done to investigate and examine energy consumption, demand and cost in the Outer Hebrides which fed into lobbying in this area, the creation of a fuel poverty strategy and action plan, and the progression of the Outer Hebrides Energy Supply Company.

PLANNING CONTEXT

The corporate activities of the service are governed by central Comhairle protocols in terms of budgeting, business planning, performance management, staff development and risk management. The corporate aspects of the service are also influenced externally by the Community Planning Partnership in terms of the Single Outcome Agreement. The activities of the Energy Unit are almost exclusively influenced by external agencies and factors, for example UK Government (Energy policy and The Crown Estate), OFGEM and DECC (transmission charging), National Grid (electricity network access), SSE (transmission infrastructure), Scottish Government (Renewable Energy support), Marine Scotland (marine Renewable Energy), commercial developers (community benefit) and community developers (community empowerment).

STAKEHOLDERS

Internal Stakeholders include Comhairle Members, the Corporate Policy service and Technical Services Department in terms of Energy developments.

External Stakeholders include the European Commission, the UK Government, the Scottish Government, Highlands & Islands Enterprise, OFGEM, DECC, National Grid, The Crown Estate, SSE, Marine Scotland, the Community Planning Partnership, Renewable Energy developers and community generators.

Service Profiles

- **Energy Unit**
- **Strategy (Dev)**

Business Unit SWOT

Strategy Unit

		STRENGTHS	WEAKNESSES
INTERNAL		<ul style="list-style-type: none"> • Strong partnerships with European, UK and Scottish Governments • Focus on corporate management to free up frontline services • Excellent links with Renewable Energy policy makers, regulators, system operators, transmission owners and developers (commercial and community) • Clear commitment to innovation and opportunity maximisation • Focus on Renewable Energy as a transformational economic driver 	<ul style="list-style-type: none"> • Inability to influence national policy agendas in relation to energy <ul style="list-style-type: none"> ~ Solution: collaborate with other island Authorities to produce a strong, collective voice • Limited ability to obtain buy-in across the Department with regard to business improvement programmes <ul style="list-style-type: none"> ~ Solution: establishment of a cross-function Business Improvement Group
		OPPORTUNITIES	THREATS
EXTERNAL		<ul style="list-style-type: none"> • Provision of new Grid infrastructure to the Outer Hebrides • Local opportunities arising from major Offshore Wind developments in the long term • Development of business excellence through the Investors in People framework 	<ul style="list-style-type: none"> • Failure to capture renewable energy development and associated supply chain opportunities • Insufficient access to Grid for generation schemes throughout the islands <ul style="list-style-type: none"> ~ Solution: Lobby OFGEM and DECC for reduced Transmission Charges for the Scottish islands and support National Grid efforts to reduce the private underwriting burden for island links. • Failure to capture renewable energy development and associated supply chain opportunities <ul style="list-style-type: none"> ~ Solution: Engage directly with Government, OFGEM, DECC and Transmission Operators to progress radial connector. ~ Solution: Develop Energy strategy to maximise the economic benefit of renewable schemes to the local community and supply chain. • Failure of Grid extension plans due to transmission charge obstacles <ul style="list-style-type: none"> ~ Solution: sustained lobbying of UK Ministers, OFGEM, DECC and National Grid



Service Profile: Energy Unit

Description:

The Energy Unit leads the Comhairle's Renewable Energy development and promotional efforts in relation to support to Grid issues, support to developers (both commercial and community), supply chain development, and the development of local energy supply. The Energy Unit also provides a focused framework for the progression of other energy related work, particularly in respect of European Renewable Energy projects and providing a co-ordinated approach to the reduction of fuel poverty.

Outputs:

Key priorities for the Energy Unit are the confirmation of the £750m Western Isles Radial Connector project; development of the Outer Hebrides Energy Supply Company concept; delivery of European project outputs (WISE and BEST); and, co-ordination of the Fuel Poverty Action Plan.

Primary Strategic Priority:

2.1 Economy: The Comhairle will strive to create a thriving economy with support for key sectors, greater local independence and autonomy, working with the support of Scottish Government, UK Government and the European Union.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 2.1.1 Maximise the potential benefits of renewable energy.				
CS: Work with community organisations to have 50 MW of community-owned generation consented or operational by 2019.	Strategy Manager	11/12/2012	31/03/2019	Operating
CS: Support businesses in the Supply Chain to improve their competitiveness to allow them to take best advantage of Renewable Energy development.	Strategy Manager	13/12/2012	31/03/2017	Operating
CS: Establish an Outer Hebrides Energy Supply Company, offering a community tariff by March 2016.	Strategy Manager	13/12/2012	31/03/2017	Operating
CS: Work with Western Isles Development Trust to maximise Community Benefit from Renewable Energy projects, and seek to ensure WIDT supporting projects from March 2016 onwards.	Strategy Manager	13/12/2012	31/03/2017	Operating
CS: Engage with Scottish and UK Government; Regulators, Transmission Operators and Renewable Energy Developers to ensure that both internal and external Grid networks (including the Western Isles Radial Link) meet the strategic aspirations of the Outer Hebrides.	Strategy Manager	11/12/2012	30/04/2019	Operating
CS: Work with Developers to have 500 MW of on-shore wind energy consented or operational by 2019.	Strategy Manager	11/12/2012	30/04/2019	Operating
CS: Work with developers to have 50MW of Marine Renewable Energy consented or operational by 2019.	Strategy Manager	11/12/2012	31/12/2019	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
DD024: Number of engagement events with Scottish and UK Government, Regulators, Transmission Operators, and Renewable Energy Developers	#	10	10	N/A	N/A	N/A
DD009: (LO2) Number of MW of marine renewable energy consented or operational by 2019	MW	20	30	40	50	50
DD008: (LO2) Number of MW of on-shore wind energy consented or operational by 2019	MW	350	400	450	500	500
DD007: (LO2) Number of MW of community owned generation consented or operational by 2019	MW	30	35	40	45	50

Service Profile: Strategy (Dev)

Description:

The Strategy service supports the corporate requirements of the entire Department in terms of Budget preparation, Business Plan compilation, Single Outcome Agreement contribution, performance management, staff development and training and risk management. The Strategy service supports the Department in relation to continuous improvement and oversees the Staff Development & Appraisal scheme.

Outputs:

Key outputs for the Strategy service are: Budgets prepared accurately on time and monitored throughout the year; Business Plan submitted on time and monitored throughout the year; promotion of Interplan as an embedded performance management tool; and, delivery of the Staff Development & Appraisal regime across the Department (including the Departmental Training Plan).

Primary Strategic Priority:

7.1 Services: The Comhairle will provide good quality and efficient services to meet the needs of the community.

Actions:

Action	Resp. Officer	Start Date	Comp Date	Budget Type
Local Outcome: 7.1.3 Have in place a programme of continuous improvement.				
Delivery of Departmental Business Improvement Plan 2015/16.	Strategy Manager	01/04/2015	31/03/2016	Operating
Undertake self-evaluation of Economic Development and C&ES by March 2016.	Strategy Manager	01/04/2015	31/03/2016	Operating

Service Profile KPIs:

KPI	Units	15/16	16/17	17/18	18/19	19/20
DD010: (LO7) Percentage of staff receiving annual performance appraisals (Development Department)	%	80	80	80	80	N/A